

Fact Sheet

SUBJECT: Workforce Development

1. **PURPOSE.** To provide the Board of Directors information on Mission Essential Task Lists (METL) and how a METL can be used as a tool in planning for mission focused training and workforce development.
2. **FACTS**
 - MSC Commanders are encouraged to become familiar with the Training Management Process as described in FM 25-100 and to consider this process as a tool for workforce development within their Command.
 - A METL is the compilation of tasks critical for mission accomplishment and can be used as a baseline for determining training and developmental needs of the organization and is the key to the training management cycle.
 - Commanders can use the METL to assess the capability of their organization to accomplish each mission essential task. In addition to capability, Commanders should consider future events that may affect the proficiency of the organization, such as projected turnover of personnel, fielding of new equipment, technology or new missions.
 - From the training assessment Commanders develop their training strategy, which is a broad concept for training the organization to achieve and sustain proficiency. The training strategy is aligned with organizational goals and priorities and becomes a manageable training plan for the organization.
 - As part of the training plan, Commanders issue training guidance, which include such things as the Commander's training philosophy, the METL, leadership training, individual training, and mandatory training.
 - Commanders may use their assessment of the METL to determine resource priorities for training requirements.
 - Commanders should evaluate their training programs on a regular basis with the objective of refining and improving their program.
 - It is important to also understand the limitations of the METL. The METL focuses on training to develop skills and knowledge, which is one method of learning. Other methods include learning from best practices, case studies, developmental assignments, project teams, mentoring etc. Our development efforts also need to consider capability other than skills and knowledge.
 - In addition to knowledge and skills, we believe that every person has a set of competencies that characterize him/her over a long period of time. These competencies are spontaneous and thus characterize the dominant behavior of a person. Competencies are combinations of values, attitudes, motivation and thinking styles. Experience shows that competencies determine the degree to which the person is successful with the knowledge they possess and the skills they acquire.
 - We need to better understand competencies and learning methods to develop them. The Directorate of Human Resources is working on a workforce development strategy in collaboration with our Capable Workforce Team. The team is assessing USACE capability (including competencies) of the current workforce and identifying workforce development capability needed of the future workforce.
 - As their work progress more guidance will be provided in this area.
3. **EXPECTED BOD ACTIONS.** None – information sharing and discussion forum only.

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